



**COMPLIANCE INSPECTION REPORT FOR FINANCIAL YEAR
2024/2025**

MINISTRY OF FOREIGN AFFAIRS

NOVEMBER 2025

Table of Contents	
List of Figures	ii
List of Tables	ii
Acronyms	iii
EXECUTIVE SUMMARY	4
CHAPTER ONE: INTRODUCTION	8
1.1 Background	8
1.2 Objective of the audit	8
1.3 Structure of the Entity	8
1.5 Methodology	8
CHAPTER TWO: FINDINGS OF THE AUTHORITY	10
2.1 Compliance by the Entity with the general provisions of the PPDA Act, Cap. 205 and Regulations 2023 with regard to the performance of the procurement structures and conduct of procurement process	10
2.2. Assess the degree of compliance of the Entity’ disposal process with the provisions of the PPDA Act, Cap. 205 and PPDA Regulations 2023	18
2.3. Efficiency and effectiveness in contract implementation including the application of Environmental, Social, Health and Safety (ESHS) requirements where applicable.....	19
CHAPTER THREE: OVERVIEW OF THE PERFORMANCE OF THE ENTITY	22
3.1 Overall audit Conclusion	22
3.2 Entity’s Performance	22
Annex 1: Findings and Rating on the individual contracts reviewed	26
Annex 3: Procurement and Disposal Unit Staff during FY 24/25	29
Annex 4: List of User Departments	29
Annex 5: List of Contracts Committee Members	29
Annex 6: Risk Rating Criteria	30

List of Figures

Figure 1: Performance by Number of Contracts (%) 23
Figure 2: Performance by Value of Contracts (%) 23

List of Tables

Table 1: Procurement Plan Implementation 10
Table 2: Status of implementation of previous audit recommendations 10
Table 3: Procurements with irregular use of the direct procurement method 14
Table 4: Transactions without Performance Securing Declaration 16
Table 5: Procurements with missing records 17
Table 6: Risk Score 22
Table 7: Risk Rating 22
Table 8: Action Plan 24

Acronyms

FY	Financial Year
GCC	General Conditions of Contract
MOFA	Ministry of Foreign Affairs
PDE	Procuring and Disposing Entity
PDU	Procurement and Disposal Unit
PPDA	Public Procurement and Disposal of Public Assets Authority
SCC	Special Conditions of Contract
UGX	Uganda Shillings

EXECUTIVE SUMMARY

The Public Procurement and Disposal of Public Assets Authority (PPDA) conducted a procurement and disposal audit of the Ministry of Foreign Affairs that covered nine sampled procurement transactions under the Financial Year 2024/25 (Annex 2). The overall objective of the audit was to assess and establish the degree of compliance of the Entity's systems and processes with the provisions of the PPDA Act, Cap 205, the PPDA Regulations, 2023 and the PPDA Guidelines to assess the level of procurement performance over the audit period.

From the findings of the compliance inspection exercise, the summary performance of the Entity revealed an overall weighted average risk rating of **64%** which is a **moderately satisfactory performance** as per the ranking in Table 6 of the enclosed detailed report.

The following key exceptions were noted during the audit:

1. Failure to fully implement the procurement plan for FY 2024/25 worth UGX 5,603,498,644 with 73% implementation rate and a variance of UGX 1,539,024,501 which affects service delivery;
2. Failure to fully implement previous audit recommendations in breach of Section 10 of the PPDA Act, Cap. 205. The Entity implemented four recommendations, one was partially implemented and two were not implemented. This affected improved performance of the procurement and disposal function;
3. Failure to submit monthly procurement and disposal reports for FY 2024/2025 for procurements undertaken outside the Electronic Government Procurement System. This is an indicator of non-transparency of the Entity's procurement activities and is contrary to Regulation 15 (1) of the PPDA (Procuring and Disposing Entities) Regulations, 2023 and PPDA Guideline 8/2024;
4. Failure to witness bid opening in the procurement for supply and installation of spare parts of the Ministry Lift (MoFA/SUPLS/2024-2025/00017) worth UGX 199,325,600 contrary to Regulation 75 (1) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023. This indicated lack of internal controls within the procurement process;
5. Irregular use of the direct procurement method in three procurements worth UGX 118,577,250. This limited competition and could have hindered achievement of value for money.
6. Failure to request for a Performance Securing Declaration in two procurements worth UGX 2,477,910,887. This was contrary to Regulation 11 (2) of the PPDA (Contracts) Regulations, 2023 and exposed the Entity to a risk of financial loss in the event of non-performance by the provider;
7. Non-adherence to the evaluation criteria specified in the bidding document in the procurement for supply of Public Relations Items (MOFA/NCONS/ 2024-2025/00001) worth UGX 15,984,000. The eligibility evaluation criteria in the bidding document required bidders to

submit evidence of fulfillment of payment of taxes and social security contributions. Although The Communication Hub Ltd did not submit this evidence, the Evaluation Committee declared the bidder compliant at the eligibility stage and responsive at the technical evaluation stage and awarded the contract. This is contrary to Regulation 16 (2) of the PPDA (Evaluation) Regulations, 2023. There is a risk of engaging a provider who is not tax compliant leading to loss of taxes to Government.

8. Incomplete procurement files in three procurements worth UGX 2,319,585,287 which affects the audit trail and was contrary to Section 33(o) of the PPDA Act, Cap 205.
9. Irregularities during disposal:
 - i. No evidence that Motor Vehicle number UG 0066X was released to the Best Evaluated Bidder despite having paid the full price. This is contrary to Regulation 46(2)(m) of the PPDA (Disposal of Public Assets) Regulations, 2023; and
 - ii. No evidence of submission of full disposal proceeds to the Entity by the Auctioneer (Kiwa Associates and Auctioneers). The total proceeds realized from the disposal process amounted to UGX 99,325,000, of which UGX 13,425,000 was retained by the auctioneer as fees, advertisement, and related expenses. However, based on the contractual terms, the auctioneer was entitled to only UGX 8,036,000 (UGX 7,136,000 commission and UGX 900,000 for the advert), resulting in a variance of UGX 5,389,000 which may lead to a potential risk of financial loss.
10. Failure to appoint Contract Managers in eight sampled procurements worth UGX 404,814,950. This leads to poor contract management which affects service delivery and is contrary to Regulation 51(1) of the PPDA (Contracts) Regulations, 2023;
11. Delayed delivery for six months in the procurement of Public Relation Items (MOFA/NCONS/2024-2025/00001) worth UGX 15,984,000. Whereas the contract was signed on 18th December 2024, the items were delivered on 18th June 2025 contrary to Section 51 of the PPDA Act, Cap 205;
12. Delayed payment in the procurement for cleaning services with an outstanding balance of UGX 122,874,835 for the period from January 2024 to December 2024. Delays to effect payments to providers is contrary to Regulation 49(3) of the PPDA (Contracts) Regulations, 2023 and may lead to claims for interest on the accrued payments.

In the light of the above, the Authority recommends the following:

1. The Accounting Officer, who has the overall responsibility for the execution of procurement function should:
 - i. Conduct comprehensive reviews of the procurement plan and update it in adherence with Section 60 (7) of the PPDA Act Cap 205;
 - ii. Ensure that all audit recommendations are implemented in accordance with Section 10 of the PPDA Act, Cap 205;

- iii. Ensure monthly procurement and disposal reports are always submitted to the Authority in accordance with Regulation 15 (1) of the PPDA (Procuring and Disposing Entities) Regulations, 2023 and PPDA Guideline 8/2024, or entered into the e-reporting link in accordance with PPDA Circular 5/2025;
 - iv. Refer Uganda Elevators Co. Ltd to the Authority for the initiation of blacklisting proceedings for submitting a fudged Income Tax Clearance Certificate in accordance with Section 128 of the PPDA Act, Cap 205;
 - v. Hand over Motor Vehicle number UG 0066X (Lot 2: Toyota Land Cruiser-Station wagon) to Mr. Isaac Serunjogi who was the Best Evaluated and had paid for the vehicle and submit evidence of handover to the Authority by 30th December 2025; and
 - vi. Prevail over the auctioneer to remit UGX 5,389,000 in accordance with the contract terms and submit evidence of remittance to the Authority by 30th December 2025.
 - vii. Appoint Contract Managers for all procurement contracts in accordance with Regulation 50 (1) of the PPDA (Contracts) Regulations, 2023;
 - viii. Prevail over the Contract Managers to effectively supervise contracts in accordance with Regulation 52 (1) of the PPDA (Contracts) Regulations, 2023 to ensure timely delivery;
 - ix. Fulfill contractual obligations in respect to timely payment to the providers in line with Regulation 49 (3) of the PPDA (Contracts) Regulations, 2023, and communicate to providers in case of changes in payment structure.
2. The Head, Procurement and Disposal Unit should always ensure:
- i. That opening of bids is witnessed by either a member of the User Department or Contracts Committee in accordance with Regulation 75 (1) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023;
 - ii. That all procurement records are maintained on their respective action files in accordance with Section 33(o) of the PPDA Act, Cap 205;
 - iii. That where applicable, always include the requirement of a Performance Securing Declaration in the bidding document and contract in accordance with Regulation 11(2) of the PPDA (Contracts) Regulations, 2023, and Guideline No. 3 of 2024; and
 - iv. Use of competitive procurement methods to achieve competition and value for money. Where the direct procurement method is used, the Entity should adhere to the provisions spelt out in Regulations 7(4) of the PPDA (Rules and Methods for Procurement of Supplies Works and Non-Consultancy Services) Regulations, 2023.

3. The Evaluation Committees should always:
 - i. Adhere to the evaluation criteria specified in the bidding documents in accordance to Regulation 16 (2) of the PPDA (Evaluation) Regulations, 2023; and
 - ii. Verify the accuracy, validity and authenticity of the documents submitted by a bidder in accordance with Regulation 17(1) of the PPDA (Evaluation) Regulations, 2023.
4. User Departments to always nominate Contract Managers in accordance with Regulation 51 (1) of the PPDA (Contracts) Regulations, 2023.

CHAPTER ONE: INTRODUCTION

1.1 Background

The Public Procurement and Disposal of Public Assets Authority carried out a compliance inspection of Ministry of Foreign Affairs that covered a representative sample of nine procurement transactions under Financial Year 2024/2025. The audit involved a review of procurement structures, procurement and asset disposal processes, as well as contract performance following the provisions of the Public Procurement and Disposal of Assets Act, Cap 205 and Regulations, 2023.

1.2 Objective of the audit

The overall objective of the inspection was to assess and establish the degree of compliance of the Entity's procurement system and processes with the provisions of the PPDA Act, Cap 205 and Regulations, 2023 and level of procurement performance over the audit period.

The specific objectives of the audit were to:

- i) Establish the level of compliance by the Entity with the general provisions of the PPDA Act, Cap 205, Regulations, 2023 with regard to the performance of the procurement structures and conduct of procurement process;
- ii) Assess the degree of compliance of the Entity's disposal process with the provisions of the PPDA Act, Cap 205, Regulations, 2023; and
- iii) Assess the level of efficiency and effectiveness in contract implementation including the application of Environmental, Social, Health and Safety (ESHS) requirements where applicable; and

1.3 Structure of the Entity

a) The Accounting Officer

According to Section 28 of the PPDA Act, Cap.205, the overall responsibility for the successful execution of procurement, disposal and contract management in a Procuring and Disposing Entity is the Accounting Officer. The Accounting Officer of Ministry of Foreign Affairs during the Financial Year under review was Mr. Vicent Bagiire Waiswa, the Permanent Secretary.

b) User Departments

The Entity is comprised of ten departments indicated in Annex 4.

1.4 Scope of the compliance inspection

The compliance inspection exercise covered a sample of nine procurement transactions worth UGX 2,683,400,237 conducted during the FY 2024/2025, a review of the procurement structures, procurement plan performance and disposal process. The list of sampled transactions is contained in Annex 2.

1.5 Methodology

On 22nd August 2025, the Entity was notified about the audit exercise. A sample of nine procurement transactions was selected based on stratified random sampling. An audit launch meeting was held on 2nd September 2025 between the audit team and the Entity's officials.

Two officers conducted the exercise under the supervision of the Manager, Performance Monitoring. During the exercise, the team examined records and documents of the sampled procurement transactions. The Authority did not undertake any physical verification and therefore the findings in the report were based purely on the documentation availed by the Entity.

On completion of file review, the audit team met with various stakeholders to discuss and obtain clarifications on some of the preliminary findings. A debrief meeting was held on 30th September 2025 between the audit team and the Entity's officials. A management letter was issued to the Entity for management's response on 8th October 2025 and the Entity's responses to the raised issues were received on 22nd October 2025.

CHAPTER TWO: FINDINGS OF THE AUTHORITY

2.1 Compliance by the Entity with the general provisions of the PPDA Act, Cap. 205 and Regulations 2023 with regard to the performance of the procurement structures and conduct of procurement process

2.1.1 Procurement Plan Implementation

Section 60 of the PPDA Act, Cap 205 mandates a Procuring and Disposing Entity to prepare and submit its annual procurement plan for the following financial year. The Authority reviewed the Entity's procurement plan for the FY 2024/2025 and established that the Entity had a procurement plan implementation rate of 73% with a variance of UGX 1,539,024,501 as indicated in Table 1 below:

Table 1: Procurement Plan Implementation

Analysis of procurement spend	
Total procurement plan value inclusive of VAT (UGX)	5,603,498,644
Total procurement spend value inclusive of VAT (UGX)	4,064,474,143
Procurement plan implementation rate (%)	73
Implementation variance (UGX)	1,539,024,501

Implication

Failure to fully implement the procurement plan affects service delivery.

Management Response

The observation is well note. However, this came as a result of budget cut from the Treasury and also failure to adjust the plan because we thought the money was going to come up to the last day.

Recommendation

The Authority notes the Management Response and recommends that the Accounting Officer and Management should always conduct comprehensive reviews of the procurement plan and update it in accordance with Section 60 (7) of the PPDA Act Cap. 205.

2.1.2 Failure to fully implement previous audit recommendations

The Entity was issued its previous audit report for the Financial Year 2022/2023 in September 2024 and out of the seven audit recommendations, two (29%) were not implemented while one (14%) was partially implemented as indicated in Table 2 below:

Table 2: Status of implementation of previous audit recommendations

No.	Recommended Action	Status of Implementation
1.	The Accounting Officer should ensure that procurement and disposal monthly reports are submitted to the Authority in accordance with Regulation 15 (1) of the PPDA (Procuring and Disposing Entities) Regulations, 2023.	Not implemented. The Entity did not submit to the Authority the monthly procurement reports for FY 2024/2025 of the procurements that were conducted off the e-GP system as indicated in 2. 1.3 of this report.

No.	Recommended Action	Status of Implementation
2.	The Accounting Officer should submit providers that forged eligibility documents to PPDA for suspension from participating in public procurement and disposal of public asset in accordance with Section 128 of the PPDA Act, Cap 205.	Not implemented. The Entity did not submit providers who forged eligibility documents to PPDA for suspension. <i>These were:</i> 1. <i>Charter Africa Limited, the Best Evaluated Bidder who submitted a Transactional Tax Clearance Certificate referenced UGND2302744780 that was invalid upon authentication by PPDA via the URA Portal.</i> 2. <i>EMTEC Technical Services Limited, the Best Evaluated Bidder who submitted a Transactional Tax Clearance Certificate referenced CR0123012713640 that was invalid upon authentication by PPDA via the URA Portal.</i>
3.	Evaluation Committees should strictly adhere to the evaluation criteria outlined in the solicitation documents and firms that do not comply should be eliminated in accordance with Regulation 5 of the PPDA (Evaluation) Regulations, 2023.	Partially implemented. The Evaluation Committee did not adhere to the evaluation criteria outlined in the solicitation documents for procurements indicated in 2.1.9 of this report.

Implication

Failure to fully implement audit recommendations affects performance of the procurement function.

Management Response

The observation is noted

Recommendation

The Accounting Officer should ensure that all audit recommendations are implemented in accordance with Section 10 of the PPDA Act, Cap 205.

2.1.3 Failure to submit monthly procurement and disposal reports for FY 2024/2025

Regulation 15 (1) of the PPDA (Procuring and Disposing Entities) Regulations, 2023 provides that “a Procuring and Disposing Entity shall for each month, using the format of Form 2 of the Schedule, submit to the Authority, by the fifteenth day of the following month, a report on the procurement activities undertaken by the Procuring and Disposing Entity in the month”. PPDA Guideline 8/2024 states that “a Procuring and Disposing Entity on Electronic Government Procurement System shall submit monthly reports to the Authority for procurements that could have been undertaken outside the system.”

Whereas Ministry of Foreign Affairs was enrolled on the Electronic Government Procurement System, the inspection noted that several procurements were conducted off the system including all the nine sampled procurements worth UGX 2,683,400,237. The Entity did not report to the Authority any procurements conducted off the e-GP system.

Implication

This is an indicator of non-transparency of the Entity’s procurement activities.

Management Response

Procurement reports for both EGP and procurements done outside the system were reported using Government Procurement Portal (GPP).

Authority’s comment

The Authority notes that only 25 procurements were entered in the Government Procurement Portal. All the sampled procurements were not among the procurements entered in the Government Procurement Portal.

Recommendations

The Accounting Officer should ensure that:

- Monthly procurement and disposal reports are always submitted to the Authority in accordance with Regulation 15 (1) of the PPDA (Procuring and Disposing Entities) Regulations, 2023 and PPDA Guideline 8/2024; and
- Monthly procurement and disposal reports are electronically submitted to the Authority using the e-reporting link in accordance with PPDA Circular 5/2025.

2.1.4 Failure to complete the funds availability section by User Departments

Regulation 3 (2) (c) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations 2023 states that “*initiation for a procurement requirement shall include confirmation of availability of funds to support the procurement*”.

The Authority noted that in all the sampled procurements worth UGX 2,683,400,237, the funds availability section on Form 5 (Initiation of Procurements) which acts as the budget tracker for procurement transactions was left blank.

Implication

This exposes the Entity to a risk of conducting procurement transactions for which funds are not available thus causing domestic arrears.

Management Response

This is noted.

Recommendation

The Accounting should task the Heads of User Departments to always indicate the amount of funds available at initiation from their budget allocation prior to approval of the procurement by the Accounting Officer in accordance with Regulation 3(2)(c) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations 2023.

2.1.5 Inconsistence in procurement reference numbering

Regulation 3 (6) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023 provides that, *“a specific reference number shall be allocated to each procurement requirement at the initiation stage, using the numbering system prescribed by the Authority in the guidelines”*. PPDA Guideline 2/2024 states that, *“the procurement reference number shall be allocated when a procurement requisition is raised and used on all correspondence and records related to the procurement requirement.”*

The procurement requisition (Form 5) for the procurement for the supply of public relation items was referenced as *MOFA/NCONS/ 2024-2025/00045* while in the bidding document, it was referenced as *MOFA/NCONS/ 2024-2025/00001*.

Implication

This makes it difficult to track the procurements.

Management Response

This is well noted.

Recommendation

The Head, Procurement and Disposal Unit should always ensure consistency when assigning reference numbers to procurements in accordance to PPDA Guideline 2/2024 and Regulation 3 (6) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023.

2.1.6 Failure to witness bid opening

Regulation 75 (1) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023 states that, *“public opening of bids shall be managed by the Procurement and Disposal Unit and shall be witnessed by a member of the Contracts Committee or a person authorized by the User Department.”*

In the procurement for supply and installation of spare parts of the Ministry Lift (MoFA/SUPLS/2024-2025/00017) worth UGX 199,325,600, the Authority noted that bid opening was neither witnessed by a member of the Contracts Committee nor a member of the User Department.

Implication

This indicates lack of internal controls within the procurement process.

Management Response

At the time of Audit, a fully signed bid receipt form was available on action file for review.

Authority’s comment

Authority notes the Management Response. However, the signed Form12 availed as evidence lacks details of the procurement. The Authority could not ascertain if it related to the procurement for supply and installation of spare parts of the Ministry Lift. In addition, signing on record of bid receipt did not imply witness of bid opening.

Recommendation

The Head, Procurement and Disposal Unit should ensure that opening of bids is managed by an individual from the Procurement and Disposal Unit and witnessed by either a member of the User Department or Contracts Committee in accordance with Regulation 75 (1) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023.

2.1.7 Irregular use of the direct procurement method

Section 49 of the PPDA Act, Cap 205 provides that, “*all procurement and disposal should be conducted in a manner to maximise competition and value for money.*” Regulation 51 of the PPDA (Rules and Methods for Procurement of Supplies, Works, and Non-Consultancy Services) Regulations, 2023 stipulates the different methods of inviting bidders which include direct invitation of a sole or single provider. According to Regulation 7 (4) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations 2023, “*even when emergency situations determine the procurement method, competition shall not be excluded solely on that basis and the Procuring and Disposing Entity shall obtain maximum competition to the extent practicable under emergency circumstances.*”

In three procurements worth UGX 118,577,250, the Entity did not obtain maximum competition while using the direct procurement method. These procurements are detailed in Table 3 below:

Table 3: Procurements with irregular use of the direct procurement method

No	Procurement subject	Findings
1.	Supply of Public Relations Items Reference number: (MOFA/NCONS/2024-2025/00087). Contract Value: UGX 79,593,250	On 5 th June 2025, the Procurement and Disposal Unit submitted to the Contracts Committee a request for approval of the direct procurement method and recommended The Communication Hub Ltd as the only shortlisted provider. According to the Procurement and Disposal Unit’s submission to the Contracts Committee (Form 5 part II) dated 5 th June 2025, the justification advanced for use of the direct procurement method was “ <i>limited time as advised by the user</i> ”. This request was approved by the Contracts Committee on 5 th June 2025 and a contract was awarded to The Communication Hub Ltd on 12 th June 2025. This was an indicator of poor planning by the Entity.
2.	Supply of Public Relation Items Reference number: (MOFA/NCONS/ 2024-2025/00001). Contract Value: UGX 15,984,000	On 18 th December 2024, the Procurement and Disposal Unit submitted to the Contracts Committee a request for approval of the direct procurement method and recommended The Communication Hub Ltd as the only shortlisted provider. According to the Procurement and Disposal Unit’s submission to the Contracts Committee (Form 5 part II) dated 18 th December 2024, the justification advanced for use of the direct procurement method was “ <i>limited time</i> ”. This was approved by the Contracts Committee on 18 th December 2024, and a contract was awarded to The Communication Hub Ltd on the same day.

No	Procurement subject	Findings
		Although the Entity used the direct procurement method with a justification of <i>limited time</i> , the items were delivered after six months on 18 th June 2025 (according to delivery Note number 645). This negates the justification of limited time that was advanced for using the direct procurement method.
3.	Procurement of Branding services for the inaugural Ministry of Foreign Affairs Diaspora Convention (MoFA/SUPLS/2024-2025/00044) Contract Value: UGX 23,000,000	According to the Procurement and Disposal Unit's submission to the Contracts Committee (Form 5 part II) dated 25 th November 2024, the justification advanced for use of direct procurement method was " <i>it was a directive from Accounting Officer</i> ". This request was approved by the Contracts Committee on 25 th November 2024. The recommended bidder was The Communication Hub.

Implication

Irregular use of the direct procurement method limits competition and value for money which are core principles of public procurement thus contravening Section 49 of the PPDA Act, Cap 205.

Management Response

Direct procurement method was used due emergencies. The Ministry of Foreign Affairs gets abrupt presidential delegates for unplanned activities that require services like customized branding.

Authority's comment

Authority notes the Management Response, however, there was no evidence attached in respect to this. Additionally, emergency situations do not negate the correct use of direct procurement method as stipulated in Regulation 7 (4) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023.

Recommendation

The Contracts Committee and the Head, Procurement and Disposal Unit should ensure the use of competitive procurement methods to ensure competition and value for money. Where the direct procurement method is used, the Entity should adhere to the provisions spelt out in Regulations 7(4) of the PPDA (Rules and Methods for Procurement of Supplies Works and Non-Consultancy Services) Regulations, 2023.

2.1.8 Failure to request for a Performance Securing Declaration

Regulation 11(2) of the PPDA (Contracts) Regulations, 2023 states that, "*the bidding documents shall state the requirement for a Performance Securing Declaration.*" PPDA Guideline No. 3 of 2024 on bid and performance securities that, "*a Performance Securing Declaration shall be required for procurements under the restricted domestic, restricted international, quotation and direct bidding methods.*"

The Authority observed that the bidding documents of two procurements worth UGX 2,477,910,887, did not state the requirement for a Performance Securing Declaration. These are indicated in Table 4 below:

Table 4: Transactions without Performance Securing Declaration

No.	Procurement subject	Contract Value (UGX)
1.	Procurement of second phase of security Enhancement for the Ministry of Foreign Affairs (MOFA/WORKS/2024-2025/00001)	2,278,585,287
2.	Procurement and Installation of spare parts of the Ministry Lift (MOFA/SUPLS/2024-2025/00017)	199,325,600

Implication

Failure to obtain Performance Securing Declaration exposes the Entity to a risk of financial loss in the event of non-performance by the providers.

Management Response

This is noted.

Recommendation

The Head, Procurement and Disposal Unit should where applicable, always include the requirement of a Performance Securing Declaration in the bidding document and contract in accordance with Regulation 11(2) of the PPDA (Contracts) Regulations, 2023, and Guideline No. 3 of 2024.

2.1.9 Non-adherence to the evaluation criteria specified in the bidding document

Regulation 5 (1) of the PPDA (Evaluation) Regulations, 2023, provides that evaluation of bids shall be conducted in accordance with the evaluation criteria specified in the bidding documents. According to Regulation 16 (2) of the PPDA (Evaluation) Regulations, 2023, eligibility and administrative compliance shall be determined on a pass or fail basis and a bid which is not eligible or administratively compliant shall be rejected at the preliminary stage of evaluation.

The eligibility evaluation criteria in the bidding document for the supply of Public Relations Items (MOFA/NCONS/ 2024-2025/00001) required bidders to submit evidence of fulfillment of payment of taxes and social security contributions. Although The Communication Hub Ltd did not submit this evidence, the Evaluation Committee declared the bidder compliant at the eligibility stage and responsive at the technical evaluation stage and was awarded the contract.

Implication

The Entity may contract providers that do not meet their obligations of paying taxes.

Management Response

This is noted.

Recommendation

The Head, Procurement and Disposal Unit should always guide the Evaluation Committees to always adhere to the evaluation criteria specified in the bidding documents in accordance to Regulation 16 (2) of the PPDA (Evaluation) Regulations, 2023.

2.1.10 Uttering false documents

Clause 7 of the Code of Ethical Conduct for bidders and providers deters bidders from participating in fraudulent practices such as uttering false documents. In the procurement for supply and installation of spare parts of the Ministry Lift worth UGX 199,325,600, the sole bidder (Uganda Elevators Co. Ltd), submitted an Income Tax Clearance Certificate referenced UGND240368107 in order to meet the eligibility compliance requirements in the bidding document. Upon authentication of this certificate by PPDA via the URA Portal, it indicated that the certificate belonged to Dansem Construction Company Limited and not Uganda Elevators Co. Ltd.

Implication

This act is a violation of procurement ethics and constitutes a fraudulent practice.

Management Response

This is noted.

Recommendations

The Authority recommends that:

- The Accounting Officer should refer the bidder to the Authority for the initiation of blacklisting proceedings in accordance with Section 128 of the PPDA Act, Cap.205; and
- Evaluation Committees should always verify the accuracy, validity and authenticity of the documents submitted by a bidder in accordance with Regulation 17(1) of the PPDA (Evaluation) Regulations, 2023.

2.1.11 Incomplete procurement files

The Authority noted that there were missing records in three procurements worth UGX 2,319,585,287 as indicated in Table 5 below:

Table 5: Procurements with missing records

No.	Procurement subject	Missing records
1.	Procurement of second phase of security Enhancement for the Ministry of Foreign Affairs Reference number: MOFA/WORKS/2024-2025/00001 Contract Value: UGX 2,278,585,287	Contract management records
2.	Procurement of cleaning services for MOFA Reference number: MOFA/NCONS/2024-2025/00054 Contract Value: 18,000,000	<ul style="list-style-type: none">• Framework contract <i>Note: The audit team was only availed a procurement requisition form 5 and payment records worth UGX 18,000,000.</i>
3.	Procurement of Branding services for the inaugural Ministry of Foreign Affairs Diaspora Convention Reference number: MOFA/SUPLS/2024-2025/00044 Contract Value: 23,000,000	<ul style="list-style-type: none">• Bidding document• Evaluation report• Signed contract

Implication

This affects the audit trail.

Management response

Contract Management Records are available for verification

Authority's comment

Authority notes the Management Response. However, there was no evidence attached in respect to this.

Recommendation

The Accounting Officer should prevail over the Procurement and Disposal Unit to avail the missing documents in Table 5 and to always ensure that all procurement records are maintained on their respective action files in accordance with Section 33(o) of the PPDA Act, Cap 205.

2.2. Assess the degree of compliance of the Entity' disposal process with the provisions of the PPDA Act, Cap. 205 and PPDA Regulations 2023**Background**

On 2nd June 2025, the Entity contracted Kiwa Associates and Auctioneers to conduct disposal of the Entity's obsolete assets by public auction. The disposed of items included office furniture, equipment, tyres and nine motor vehicles reserved at UGX 94,500,000. All items were sold at or above the reserve prices and the total proceeds from the disposal was UGX 99,325,000.

The following exceptions were noted in respect to the disposal:

2.2.1. No evidence that Motor Vehicle number UG 0066X was released to the Best Evaluated Bidder

Regulation 46(2)(m) of the PPDA (Disposal of Public Assets) Regulations, 2023 provides that "*the Procuring and Disposing Entity should keep documents related to the management of the contract for disposal, receipts of payment and the handing over certificate.*"

According to the auctioneer's report dated 25th September 2025, Mr. Isaac Serunjogi was the Best Evaluated for Motor Vehicle number UG 0066X (Lot 2: Toyota Land Cruiser-Station wagon) at a price of UGX 25,600,000. According to receipt number 16269 dated 20th June 2025, Mr. Isaac Serunjogi made full payment for the vehicle. By the audit time in October 2025, there was no evidence that the Entity had released the vehicle to him.

Authority's comment

Authority notes that no Management Response was submitted in respect to this finding.

Recommendation

The Accounting Officer should ensure that Motor Vehicle number UG 0066X (Lot 2: Toyota Land Cruiser-Station wagon) is handed over to Mr. Isaac Serunjogi who was the Best Evaluated and had paid for the vehicle, and submit evidence of handover to the Authority by 30th December 2025.

2.2.2 No evidence of submission of full disposal proceeds to the Entity

The audit noted a variance of UGX 5,389,000 between the realized and remitted disposal proceeds. According to the auctioneer's report dated 25th September 2025, the total proceeds realized from the disposal process was UGX 99,325,000 of which UGX 13,425,000 was retained by the auctioneer as his fees, cost for newspaper advert and expenses.

The contract between the Entity and Kiwa Associates and Auctioneers, indicated that the auctioneer's payment was 8% commission/ fees of the total disposal proceeds (UGX 7,136,000) and UGX 900,000 for the cost of newspaper advert. This would have made a total price of UGX 8,036,000 due to the auctioneer. The audit noted that there were no other expenses indicated in the contract.

According to payment vouchers (PRN 2260001662025 and 2260001669386) dated 28th June 2025 and 4th August 2025 worth UGX 84,502,300 and UGX 1,400,00 respectively, Kiwa Associates and Auctioneers remitted disposal proceeds worth UGX 85,902,300 through Centenary Bank. The audit noted that that a variance of UGX 5,389,000 of the disposal proceeds was not remitted.

Implication

Failure to remit full disposal proceeds may lead to a potential risk of financial loss of UGX 5,389,000.

Management Response

The auctioneer submitted documents to confirm that the disposal proceeds were remitted in accordance with the contract.

Authority's comment

The Authority notes the Management Response. However, no document was submitted nor any explanation given in respect to this anomaly.

Recommendation

The Accounting Officer should prevail over the auctioneer to remit UGX 5,389,000 in accordance with the contract terms and submit evidence of remittance to the Authority by 30th December 2025.

2.3. Efficiency and effectiveness in contract implementation including the application of Environmental, Social, Health and Safety (ESHS) requirements where applicable

2.3.1 Failure to appoint Contract Managers

Regulation 51(1) of the PPDA (Contracts) Regulations, 2023 provides that, "a User Department shall nominate to the Accounting Officer, a member of the User Department, with appropriate skills and experience, or who is supervised by a member of the User Department who has the appropriate skills and experience, to be appointed as a Contract Manager." Regulation 50 (1) of the PPDA (Contracts) Regulations, 2023 provides that, "the Accounting Officer shall appoint a person from the User Department to be the Contract Manager". Apart from one procurement (procurement of second phase of security enhancement for the Ministry of Foreign Affairs-MOFA/WORKS/2024-2025/00001), there was no evidence of appointment of Contract Managers for the eight sampled procurements worth UGX 404,814,950.

Implication

This leads to poor contract management which affects service delivery.

Management Response

Contracts managers were appointed and appointment letters are available for verification.

Authority's comment

Authority notes the Management Response. However, the letters appointing contract managers were not attached.

Recommendations

- Heads of User Departments should always nominate Contract Managers in accordance with Regulation 51 (1) of the PPDA (Contracts) Regulations, 2023; and
- The Accounting Officer should always appoint Contract Managers in accordance with Regulation 50 (1) of the PPDA (Contracts) Regulations, 2023.

2.3.2 Delayed delivery

Section 51 of the PPDA Act, Cap 205 provides that, "*all procurements should be conducted in a manner which promotes economy, efficiency and value for money.*" In the procurement of Public Relation Items (MOFA/NCONS/ 2024-2025/00001) worth UGX 15,984,000, there was a six months delay in delivery. Special Conditions of the Contract (GCC 12.1) of the signed contract indicated that the delivery period allowed was one day from the date of contract signature/purchase order. Whereas the contract was signed on 18th December 2024, the items were delivered on 18th June 2025 six months later as per the delivery note number 645.

Implication

Delayed delivery leads to delayed service delivery to the intended beneficiaries.

Management Response

This is well noted

Recommendation

The Accounting Officer should always prevail over the Contract Managers to effectively supervise contracts and set realistic timelines of delivery in accordance with Regulation 52 (1) of the PPDA (Contracts) Regulations, 2023 to ensure timely delivery.

2.3.3 Delayed payment

Regulations 49(3) of the PPDA (Contracts) Regulations, 2023) provides that, "*the period for payment shall be thirty days from certification of invoices, except where this is varied in the Special Conditions of the Contract.*" The audit noted that A& M Executive Cleaning Services Co. Ltd provided cleaning services for the period from January 2024 to December 2024 and an outstanding balance of UGX 122,874,835 was still due/ unpaid to the provider by audit time in September 2025.

Implication

Delayed payments may lead to claims for interest on the accrued payments and affect bidder participation.

Management Response

This came as a result of budget cut from Ministry of Finance and Planning and Economic Development.

Recommendations

- The Accounting Officer should communicate to providers in changes to payment structures due changes in cashflow.
- The Accounting Officer should fulfill contractual obligations in respect to timely payment to the providers in line with Regulation 49 (3) of the PPDA (Contracts) Regulations, 2023.

CHAPTER THREE: OVERVIEW OF THE PERFORMANCE OF THE ENTITY

3.1 Overall audit Conclusion

The performance of Ministry of Foreign Affairs for the Financial Year 2023/2024 was **Moderately Satisfactory** with overall weighted average risk rating of **64%**.

3.2 Entity's Performance

The risk rating was weighted to determine the overall risk level of the Entity. The weighting was derived using the average weighted index as shown in table 6 below:

Table 6: Risk Score

Risk Rating	No.	%No	Value (UGX)	%Value	Weights	Total Weighted Score	
						By No.	By Value
High	6	67	343,938,850	13	0.6	40.2	7.8
Medium	1	11	2,278,585,287	85	0.3	3.3	25.5
Low	0	0	0	0	0.1	0	0
Satisfactory	2	22	60,876,100	2	0	0	0
Total	9	100	2,683,400,237	100	1	43.5	33.3

$$\text{Weighted Average by number} = \frac{\sum \text{Weighted Score by number}}{60} \times 100 = \frac{43.5 \times 100}{60} = 72.5\%$$

$$\text{Weighted Average by value} = \frac{\sum \text{Weighted Score by value}}{60} \times 100 = \frac{33.3 \times 100}{60} = 55.5\%$$

$$\text{The average weighted risk rating} = \frac{72.5\% + 55.5\%}{2} = 64\%$$

Since **64%** falls within the 31-70 risk range, the performance of the Entity is rated **Moderately Satisfactory** as detailed in Table 7 below:

Table 7: Risk Rating

Risk Rating	Description of Performance
0 - 30%	Satisfactory
31-70%	Moderately Satisfactory
71-100%	Unsatisfactory

GRAPHICAL REPRESENTATION OF THE ENTITY'S PERFORMANCE

Figure 1: Performance by Number of Contracts (%)

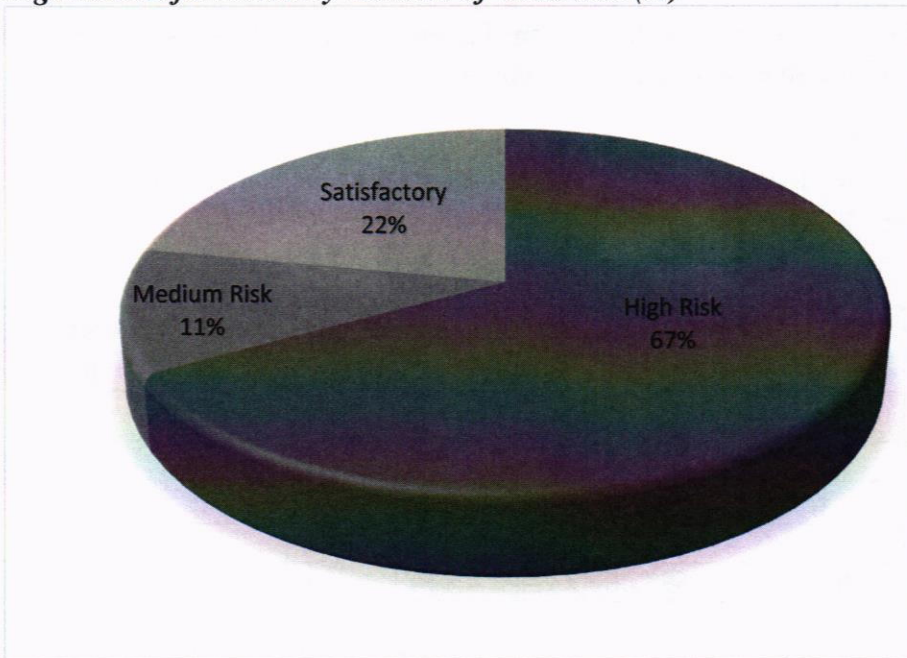
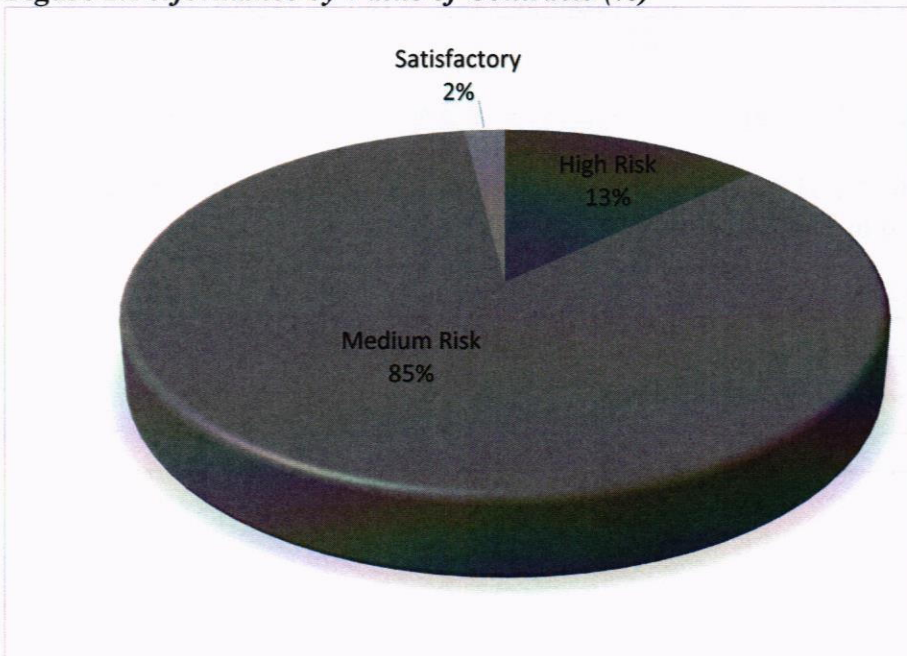


Figure 2: Performance by Value of Contracts (%)



3.3 Recommendation Action Plan

The Entity should implement the recommendations as indicated in Table 8 below:

Table 8: Action Plan

No.	Recommendation	Time Frame
1.	<p>The Accounting Officer should:</p> <ul style="list-style-type: none"> <li data-bbox="331 409 1209 517">i. Conduct comprehensive reviews of the procurement plan and update it in adherence with Section 60 (7) of the PPDA Act Cap 205; <li data-bbox="331 555 1209 622">ii. Ensure that all audit recommendations are implemented in accordance with Section 10 of the PPDA Act, Cap 205; <li data-bbox="331 660 1209 846">iii. Ensure monthly procurement and disposal reports are always submitted to the Authority in accordance with Regulation 15 (1) of the PPDA (Procuring and Disposing Entities) Regulations, 2023 and PPDA Guideline 8/2024, or entered into the e-reporting link in accordance with PPDA Circular 5/2025; <li data-bbox="331 884 1209 1032">iv. Refer Uganda Elevators Co. Ltd to the Authority for the initiation of blacklisting proceedings for submitting a forged Income Tax Clearance Certificate in accordance with Section 128 of the PPDA Act, Cap.205; <li data-bbox="331 1070 1209 1178">v. Appoint Contract Managers in accordance with Regulation 50 (1) of the PPDA (Contracts) Regulations, 2023, for all procurement contracts. <li data-bbox="331 1216 1209 1323">vi. Prevail over the Contract Managers to effectively supervise contracts in accordance with Regulation 52 (1) of the PPDA (Contracts) Regulations, 2023 to ensure timely delivery; <li data-bbox="331 1361 1209 1509">vii. Fulfill contractual obligations in respect to timely payment to the providers in line with Regulation 49 (3) of the PPDA (Contracts) Regulations, 2023, and communicate to providers in case of changes in payment structure. <li data-bbox="331 1547 1209 1733">viii. Hand over Motor Vehicle number UG 0066X (Lot 2: Toyota Land Cruiser-Station wagon) to Mr. Isaac Serunjogi who was the Best Evaluated and had paid for the vehicle and submit evidence of handover to the Authority by 30th December 2025; and <li data-bbox="331 1771 1209 1863">ix. Prevail over the auctioneer to remit UGX 5,389,000 in accordance with the contract terms and submit evidence of remittance to the Authority by 30th December 2025. 	Continuous
		Continuous
		Continuous
		30 th November 2025
		Continuous
		Continuous
		Continuous
		30 th December 2025
		30 th December 2025

No.	Recommendation	Time Frame
2.	<p>The Head, Procurement and Disposal Unit should always ensure:</p> <ul style="list-style-type: none"> <li data-bbox="331 293 1209 472">i. That opening of bids is witnessed by either a member of the User Department or Contracts Committee in accordance with Regulation 75 (1) of the PPDA (Rules and Methods for Procurement of Supplies, Works and Non-Consultancy Services) Regulations, 2023; <li data-bbox="331 510 1209 622">ii. That all procurement records are maintained on their respective action files in accordance with Section 33(o) of the PPDA Act, Cap 205; <li data-bbox="331 660 1209 840">iii. That where applicable, always include the requirement of a Performance Securing Declaration in the bidding document and contract in accordance with Regulation 11(2) of the PPDA (Contracts) Regulations, 2023, and Guideline No. 3 of 2024; and <li data-bbox="331 878 1209 1102">iv. Use of competitive procurement methods to achieve competition and value for money. Where the direct procurement method is used, the Entity should adhere to the provisions spelt out in Regulations 7(4) of the PPDA (Rules and Methods for Procurement of Supplies Works and Non-Consultancy Services) Regulations, 2023. 	<p>Continuous</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p>
3.	<p>The Contracts Committee and the Head, Procurement and Disposal Unit should ensure the use of competitive procurement methods to ensure competition and value for money. Where the direct procurement method is used, the Entity should adhere to the provisions spelt out in Regulations 7(4) of the PPDA (Rules and Methods for Procurement of Supplies Works and Non-Consultancy Services) Regulations, 2023.</p>	<p>Continuous</p>
4.	<p>User Departments to always nominate Contract Managers in accordance with Regulation 51 (1) of the PPDA (Contracts) Regulations, 2023.</p>	<p>Continuous</p>
5.	<p>The Evaluation Committees should always:</p> <ul style="list-style-type: none"> <li data-bbox="331 1637 1209 1749">i. Adhere to the evaluation criteria specified in the bidding documents in accordance to Regulation 16 (2) of the PPDA (Evaluation) Regulations, 2023; and <li data-bbox="331 1756 1209 1868">ii. Verify the accuracy, validity and authenticity of the documents submitted by a bidder in accordance with Regulation 17(1) of the PPDA (Evaluation) Regulations, 2023. 	<p>Continuous</p> <p>Continuous</p>

Annex 1: Findings and Rating on the individual contracts reviewed

	High Risk contracts	Reason for risk rating
1.	<p>Subject of Procurement: Supply of Public Relation Items Reference number: MOFA/NCONS/2024-2025/00001 Provider: The Communication Hub Ltd Contract value: UGX 15,984,000 Contract date: 18th December 2024</p>	<ul style="list-style-type: none"> i. Irregular use of the direct procurement method ii. Non-adherence to the evaluation criteria specified in the bidding document iii. Failure to appoint Contract Managers iv. Delayed delivery v. Inconsistence in procurement reference numbering
2.	<p>Subject of Procurement: Supply of Public Relations Items Reference number: MOFA/NCONS/2024-2025/00087 Provider: The Communication Hub Ltd Contract value: UGX 79,593,250 Contract date: 12th June 2025</p>	<ul style="list-style-type: none"> i. Irregular use of the direct procurement method ii. Failure to appoint Contract Managers
3.	<p>Subject of Procurement: Procurement of cleaning services for MOFA Reference number: MOFA/NCONS/2024-2025/00054 Provider: A& M Executive Cleaning Services Co. Ltd Contract value: UGX 18,000,000</p>	<ul style="list-style-type: none"> i. Delayed payment ii. Missing documents: The procurement action file and framework contract were not availed to the audit team for review. <p><i>Note: The audit team was only availed a procurement requisition form 5 and payment records worth UGX 18,000,000.</i></p>
4.	<p>Subject of Procurement: Procurement and Installation of spare parts of the Ministry Lift Reference number: MoFA/SUPLS/2024-2025/00017 Provider: Uganda Elevators Co. Ltd Contract value: UGX 199,325,600 Contract date: 15th October 2024</p>	<ul style="list-style-type: none"> i. Uttering a false Tax clearance certificate. ii. Bid opening was neither witnessed by a member of the Contracts Committee nor a member of the User Department
5.	<p>Subject of Procurement: Procurement of Branding services for the inaugural Ministry of Foreign Affairs Diaspora Convention Reference number: MoFA/SUPLS/2024-2025/00044 Provider: The Communication Hub Contract value: UGX 23,000,000</p>	<ul style="list-style-type: none"> i. Irregular use of direct procurement ii. Missing Documents: The following documents were not availed to the audit team: <ul style="list-style-type: none"> o Bidding document o Evaluation report o Signed contract

6.	<p>Subject of Procurement: Procurement of Auctioning services</p> <p>Reference number: MoFA/DISPOSAL/2024-2025/00001</p> <p>Provider: Kiwa Associates and Auctioneers</p> <p>Contract value: UGX 8,036,000</p>	<p>i. No evidence that Motor Vehicle number UG 0066X was released to the Best Evaluated Bidder although he had affected a full payment for the vehicle;</p> <p>ii. No evidence of submission of full disposal proceeds to the Entity. The audit noted that a variance of UGX 5,389,000 of the disposal proceeds was not remitted to the Entity but was retained by the auctioneer over and above the agreed contractual payment of 8,036,000 (900,000 for the newspaper advert and 8% commission of the total disposal proceeds)</p>
Medium Risk Contracts		
7.	<p>Subject of Procurement: Procurement of second phase of security Enhancement for the Ministry of Foreign Affairs</p> <p>Reference number: MoFA/WORKS/2024-2025/00001</p> <p>Provider: Security Plus Ltd</p> <p>Contract value: UGX 2,278,585,287</p> <p>Contract date: 10th /March /2025</p>	<p>i. Missing Contract management records</p> <p>ii. Failure to request for Performance Securing Declaration</p> <p>iii. The funds availability section was not filled</p>
Contracts where no major exceptions were noted		
8.	<p>Subject of Procurement: Return air ticket for Hon. Okello Henry and Mbabazi Sarah to Cairo</p> <p>Reference number: MoFA /NCONS/24-25/00037</p> <p>Provider: Xplorer Travel Services</p> <p>Contract value: UGX 16,539,000</p>	
9.	<p>Subject of Procurement: Return air tickets for Hon. Odongo Jeje Abu and Mr. Wafla James to New York, USA</p> <p>Reference number: MoFA /NCONS/24-25/00050</p> <p>Provider: Blue Berry Ltd</p> <p>Contract value: UGX 44,337,100</p>	

Annex 2: List of sampled procurements for Ministry of Foreign Affairs for FY 2024/2025

No.	Procurement Reference	Contract Name	Method	Provider	Contract Price (UGX)	Risk Rating
1.	MoFA/WORKS/2024-2025/00001	Procurement of second phase of security Enhancement for the Ministry of Foreign Affairs	Restricted Domestic Bidding	M/S Security Plus Ltd	2,278,585,287	Medium Risk
2.	MoFA/SUPLS/2024-2025/00017	Procurement and Installation of spare parts of the Ministry lift	Direct Procurement	Uganda Elevators Co. Ltd	199,325,600	High Risk
3.	MoFA/SUPLS/2024-2025/00001	Procurement of Branding material for public diplomacy department	Direct Procurement Method	The Communication Hub	15,984,000	High Risk
4.	MoFA/SUPLS/2024-2025/00044	Procurement of Branding services for the inaugural Ministry of Foreign Affairs Diaspora Convention	Direct Procurement Method	The Communication Hub	23,000,000	High Risk
5.	MoFA/NCONS/2024-2025/00054	Procurement of cleaning services for MoFA	Framework	A& M Executive Cleaning Services Co. Ltd	18,000,000	High Risk
6.	MoFA /NCONS/24-25/00050	A return air ticket for Hon. Odongo Jeje Abu and Mr. Wafla James to New York, USA	Framework	Blue Berry Ltd	44,337,100 (USD 11,983)	Satisfactory
7.	MoFA/DISPOSAL/2024-2025/00001	Procurement of Auctioning services	Request for Quotation	Kiwa Associates and Auctioneers	8,036,000 (900,000 and 8% commission of the total disposal proceeds)	High Risk
8.	MoFA/SUPLS/2024-2025/00087	Procurement of Public relations promotional materials for the RSC Department	Direct procurement	The Communication Hub	79,593,250 (USD 4,470)	High Risk
9.	MoFA /NCONS/24-25/00037	A return air ticket for Hon. Okello Henry and Mbabazi Sarah to Cairo	Framework	Xplorer Travel Services	16,539,000	Satisfactory
TOTAL:					2,683,400,237	

Annex 3: Procurement and Disposal Unit Staff during FY 24/25

No.	Name	Job Title
1.	Ms. Rose Kekimuri	Principal Procurement Officer/ Head, Procurement and Disposal Unit
2.	Mr. Kanyoro Benard	Senior Procurement Officer
3.	Ms. Judith Aguti	Procurement Officer

Annex 4: List of User Departments

No.	User department
1.	Finance and Administration
2.	Protocol
3.	Consular
4.	Regional Economic Co-operation
5.	Diaspora
6.	International Economic Co-operation
7.	Public Diplomacy
8.	International Political Co-operation
9.	Regional Peace Security
10.	International Legal and Social Affairs

Annex 5: List of Contracts Committee Members

No.	Name	Job Title	Position on Contracts Committee
1.	Mr. Hebert Kiguli	Commissioner, Human Resource	Chairperson
2.	Mr. Brian Phenox Mwanika	Foreign Service Officer	Secretary
3.	Mr. Sirapiyo Tumwesigye	Foreign Service Officer	Member
4.	Ms. Daphine Nyanduri	Legal Officer	Member -Legal
5.	Ms. Zoe Joy Kirunda	Foreign Service Officer	Member

Annex 6: Risk Rating Criteria

RISK	DESCRIPTION	AREA	IMPLICATION
<p>HIGH</p>	<p>Such procurements were considered to have serious weaknesses, which could cause material financial loss or carry a risk for the regulatory system or the entity’s reputation. Such cases warrant immediate attention by senior management.</p> <p>Significant deviations from established policies and principles and/or generally accepted industry standards will normally be rated “high”.</p>	<p>Planning: Lack of or failure to procure within the approved plan</p>	<p>This implies emergencies and the use of the direct procurement method which affects competition and value for money.</p>
		<p>Bidding Process: Use of wrong/inappropriate procurement methods, failure to seek Contracts Committee approvals, and usurping the powers of the PDU.</p>	<p>This implies the use of less competitive methods which affects transparency, accountability, and value for money.</p>
		<p>Evaluation: Use of inappropriate evaluation methodologies or failure to conduct an evaluation.</p>	<p>This implies financial loss caused by awarding contracts at higher prices or shoddy work caused by failure to recommend award to a responsive bidder.</p>
		<p>Record Keeping: Missing procurement files and missing key records on the files namely; solicitation document, submitted bids, evaluation report and contract.</p>	<p>This implies that one cannot ascertain the audit trail namely; whether there was competition and fairness in the procurement process.</p>
		<p>Fraud/forgery: Falsification of Documents</p>	<p>This implies a lack of transparency and value for money.</p>
		<p>Contract Management: Payment for shoddy work or work not delivered.</p>	<p>This implies financial loss since there has been no value for money for the funds spent and the services have not been received by the intended beneficiaries</p>
<p>MEDIUM</p>	<p>Procurements that were considered to have weaknesses</p>	<p>Planning: Lack of initiation of</p>	<p>This implies committing the Entity without funds</p>

RISK	DESCRIPTION	AREA	IMPLICATION
	<p>which, although less likely to lead to material financial loss or to risk damaging the regulatory system or the entity's reputation, warrant timely management action using the existing management framework to ensure a formal and effective system of management controls is put in place. Such procurements would normally be graded "medium" provided that there is sufficient evidence of "hands on management control and oversight" at an appropriate level of seniority.</p>	<p>procurements and confirmation of funds.</p>	<p>thereby causing domestic arrears.</p>
<p>Bidding Process: Deviations from standard procedures namely bidding periods, standard formats, use of PP Forms and records of issue and receipts of bids, usage of non-pre-qualified firms, and splitting procurement requirements.</p>		<p>This implies a lack of efficiency, standardization, and avoiding competition.</p>	
<p>Procurement Structures: Lack of procurement structures</p>		<p>This implies a lack of independence of functions and powers and interference in the procurement process.</p>	
<p>Record Keeping: Missing Contracts Committee records and incomplete contract management records.</p>		<p>This implies that one cannot ascertain the audit trail namely; whether the necessary approvals were obtained in a procurement process.</p>	
<p>Contract and Contract Management: Failure to appoint Contract Supervisors, failure to seek the Solicitor General's approval for contracts above UGX. 200 million and lack of notices of Best Evaluated Bidders.</p>		<p>This leads to unjustified contract amendment and variations which lead to unjustified delayed contract completion and lack of value for money. Bidders are not given the right of appeal.</p>	
<p>Failure by the Entity to incorporate in the solicitation document aspects of</p>			

RISK	DESCRIPTION	AREA	IMPLICATION
		<p>gender, social inclusion, environment, health and safety.</p> <p>Aspects of gender, social inclusion, environment, health, and safety are not covered by the contractor during contract implementation.</p>	
LOW	<p>Procurements with weaknesses where resolution within the normal management framework is considered desirable to improve efficiency or to ensure that the business matches current market best practices. Deviations from laid down detailed procedures would normally be graded "low" provided that there is sufficient evidence of management action to put in place and monitor compliance with detailed procedures.</p>	<p>Planning: Lack of procurement reference numbers.</p> <p>Bidding Process: Not signing the Ethical Code of Conduct</p>	<p>This leads to failure to track the procurements which leads to poor record-keeping.</p> <p>This leads to failure to declare a conflict of interest and a lack of transparency.</p>
SATISFACTORY	<p>Relates to following laid down procurement procedures and guidelines and no significant deviation is identified during the conduct of the procurement process based on the records available at the time.</p>		